

## **WOODLAND HILLS YOUTH DEVELOPMENT CENTER CQI PROGRAM STRUCTURE**

### **FACILITY DESCRIPTION**

Woodland Hills Youth Development Center (WHYDC) is an operated, hardware-secure, residential facility that provides treatment programs for delinquent male youth ages 13 to 19 and located in Nashville Tennessee. The Woodland Hills campus includes the former New Visions Youth Development Center for female youth. The facility was integrated into the Woodland Hills campus in 2012 after the department began contracting with G4S Youth Services to serve its female population.

Woodland Hills Youth Development Center is accredited by the American Correctional Association. The Division of Juvenile Justice is responsible for overseeing the day-to-day operations of the facilities while providing treatment and rehabilitation to male youth committed to state custody by the juvenile courts. All students participate in a classification and orientation program. Based on the results of this evaluation, an individualized program plan is developed for each child. Good behavior and progress toward goals is encouraged and rewarded with activities allowing increased levels of responsibility. The goal of the YDC system is building skills that allow each student to move to a less restrictive setting as soon as possible. Students are prepared for release through planning with staff.

The center operates accredited on-site school and offer instruction in vocational programs, special education, test preparation, self-help, independent-living, and career counseling. Students can work toward and earn their high-school diploma or GED while housed at Woodland Hills Youth Development Center. WHYDC also provides medical services, religious activities and recreational programs.

Specialty services include therapy for a broad range of needs, alcohol and drug programs, speech therapy, dental care and behavior management. Programs help students address complex issues and symptoms. Job fairs, student work programs and college visits help prepare students for future success and adulthood. Other programs and activities offered within the Youth Development Center system encourages development of communication skills and building self-esteem through self-expression; a stock market challenge game within an economics class; basketball and other sports programs; volunteer activities, fairs; holiday events; The average daily census of the Youth Development Center in a fiscal year is 115. The median age of the population served is 17.

### **LEADERSHIP (SENIOR MANAGERS) TEAM**

WHYDC Senior Leadership meet weekly on Mondays to discuss YDC issues, in order to communicate, track, monitor, and identify areas of growth and to discuss opportunities for areas of improvement. This weekly process gives senior leadership an opportunity to foster good communication between multiple departments on issues of shared interest or concern. Information is deployed from this meeting to Department or Division Leadership through meetings or through email.

### **LEADERSHIP (DEPARTMENT or DIVISION MANAGERS) TEAM**

WHYDC Department or Division Managers meet once monthly on the last Thursday of the month to discuss YDC issues, update changes, concerns and discussion in order to communicate, track, monitor, and identify areas of growth and to discuss opportunities for areas of improvement. This monthly process gives department or division leadership an opportunity to foster good communication between multiple departments on issues of shared interest or concern. Information is deployed from this meeting to front line staff in meetings or through email.

**TREATMENT/COUNSELING TEAM**

The Treatment/Counseling Team meet on the last Thursday of each month at 1:00pm. They focus on maintaining ACA Standards for Treatment and are implementing new PREA Standards for Treatment/Counseling. The team discusses changes in DCS policy for clarification and duties of counselors. Transportation procedures of youths placed at WHYDC and counselors' responsibilities concerning facility maintenance is also discussed. Student placement changes and or treatment issues are reviewed and assessed. There is an Evidence Based Program Spreadsheet on youth that is updated and submitted monthly. Counselors review status of youth during youth's assignment to the TRUE Program and how it affects the youth's overall length of time in WHYDC program. There is discussion of GED testing progress with youths in WHYDC program. In Davidson County there is a new Intensive Aftercare Program for youth leaving WHYDC. There has been discussion and training for WHYDC counselors concerning requirements of youth to be selected and involved in this program.

**SECURITY TEAM**

WHYDCS Security Team meetings occur same day monthly. ACA compliance and PREA compliance is necessary and reviewed status and progress is discussed. They review staff's performance concerning continuous monitoring of youths placed in WHYDC program. Security Team discusses issues that place youth, staff or visitors at risk and how to problem-solve to reduce such risks. The Security Team reviews progress, issues in maintaining discipline, observation/supervision, room checks and personal searches, log records of daily behavior, incident and disciplinary reports. Discussion of specific incidents, behaviors of youth or violations of procedures and rules is reviewed and addressed. An important aspect of the Security Team's work is to demonstrate leadership and be a good motivational influence. The Security Team also addresses housekeeping duties are part of the work in maintaining sanitary conditions. Part of this team's responsibility is to promote the front line security staff to teach and supervise residents concerning housekeeping responsibilities and personal hygiene. Discussion of security risks in transportation, contraband, drugs is an on-going process. Review of de-escalation techniques is reviewed periodically by the team.

**MEDICAL/CLINICAL**

The clinical team meets once monthly to discuss student medical issues, update changes, concerns in order to communicate, track, monitor, and identify areas of growth and to discuss opportunities for areas of improvement. We also make use of a communication book on a daily basis to pass ideas and give reports of special interest. The date for these meetings is scheduled by facilitator with notification sent prior to meeting.

**HUMAN RESOURCES TEAM**

The Human Resources Team is made up of the HR Analyst 3 and CSO. This team's focus will be on Human Resources and maintaining up-to-date personnel files with information provided to them through monthly communication from DCS Central Office and records completion and tracking for this department in maintaining ACA Accreditation. These meetings occur monthly with CO HR and monthly within WHYDC HR Team. There is additional collaboration as necessary to problem solve HR issues that arise between monthly meetings that need to be addressed immediately or as deemed necessary by the WHYDC HR Team.

**EDUCATION/SCHOOL TEAM**

The Education Team is made of School Principals for Site 1 and Site 2, along with teachers at WHYDC. This team focuses on regular and special educational needs of students placed in WHYDC program. The student's education is individualized through any additional assessments and the student's progress is

monitored, reviewed and amended as necessary through additional evaluations, testing and in collaboration with the student. These meetings occur monthly. Also any challenges that team faces in meeting educational needs of students is addressed.

**WOODLAND HILLS TEAM Meeting Schedules as follows:**

CQI Workgroup	Regular Meeting Time	Facilitator	Scribe
Leadership(Senior Managers)	Team meets weekly on Monday.	Tracy Haney, WHYDC Superintendent	Tremeka Fearn, Secretary
Leadership (Department/Division Managers)	Meets monthly on the last Thursday of the month.	Tracy Haney, WHYDC Superintendent	Tremeka Fearn, Secretary
Treatment/Counseling	These meetings occur last Thursday of the month at 1:00pm.	Margretta Knowles MS, DCS Manager-Treatment	As assigned
Security	These meetings occur same day monthly.	Djuna Brown Security Manager	As assigned
Administrator's Meeting with Department Managers	These meetings occur 3 <sup>rd</sup> Wednesday, every month, 2:00 PM	Zachary Pounds, MBA Manager of Administration	As assigned
Food Service	These meetings occur 2 <sup>nd</sup> Tuesday, every month, 1:30 PM.	Paula Watson / Refaat Gendi	As assigned
Fiscal & Warehouse	These meetings occur 3 <sup>rd</sup> Friday, every month, 9:30 AM.	Zachary Pounds, MBA Manager of Administration	As assigned
Maintenance	These meetings occur Last Monday, every month, 1:00 PM.	Tim Kincaid, Facility Manager	As assigned
Medical/Clinical	These meetings occur monthly, date is scheduled by facilitator with notification sent prior to meeting.	Carrie Stoevers RN4 H.A. CSMC Health Administrator	As assigned
Human Resources	These meetings monthly or more often as deemed necessary due to information received from Central Office HR	Kenyatta Head HR Analyst 3	As assigned
Education/School	These meetings occur monthly	Leslie Dyer, Principal	Cindy Sloan